

THERE'S ALWAYS  
A BETTER WAY

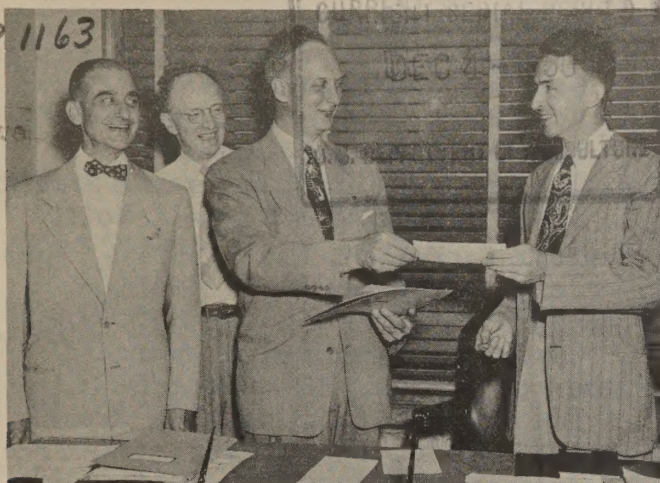
# PMA I II MANAGEMENT IMPROVEMENT bulletin

No. 11

U. S. DEPARTMENT OF AGRICULTURE  
PMA CENTRAL EFFICIENCY AWARDS COMMITTEE  
WASHINGTON 25, D. C.

November 16, 1950

## BUDGET EMPLOYEE GETS \$200 AWARD!



C. Taber Stephens, Office of Budget, Washington, D. C., receiving award from R. P. Beach, Budget Chief. Looking on at left are Doug Scruggs, Chairman of the Budget Office Efficiency Awards Committee and Don Garrett, Stephens' supervisor.

C. Taber Stephens is one happy boy these days. He had just bought a new house and needed some furniture. And just at the right time he gets a \$200 cash award for a management improvement suggestion. He figured that he might get a \$10 award, and you should have seen his face when he heard that it was \$200. His wife Violet who formerly worked in the AAA said that they didn't have any such awards program then but she's all for it.

Steve's story is like many others who have ideas but never do anything about them. He was in the Southern Region of the Field Service Branch and transferred to the Budget Office in 1947 where he handled thousands of reports coming in from the State PMA Offices. Each report had a letter of transmittal which was in duplicate in many cases. He had to read each transmittal letter to see if it con-

tained anything pertinent to the report. This involved a lot of handling at the receiving end not to mention the work in the State Offices. He felt that the transmittal letters served no purpose and could be eliminated. But what did he do about it. Nothing! That is for 2 years he did nothing and continued to handle the transmittals as before. Then last year he received some publicity on the suggestion system with a blank form stating "Management Wants Good Ideas!" He finally put the problem and his idea down on a blank and gave it to his boss. The plan called for the elimination of transmittal letters in the case of most reports to the Office of Budget by inserting the name of that office at the top of the report itself. The Assistant Administrator for Production thought the idea was pretty good and accepted the plan. He made it PMA policy for application to nearly 32,000 reports a year sent by the State Offices to Washington branches. Results--PMA saves more than \$7000 a year in manpower and materials.

### RECOGNITION FOR A JOB WELL DONE

In discussing important points for building high morale among workers, Hermon I. Miller, Deputy Director of the Poultry Branch stated that a survey conducted among thousands of workers by a famous human relations expert, revealed that the most common complaint was "failure to give credit for suggestions". He also mentioned a second survey made by the National Dry Goods Association in which it was found that workers considered "credit for work" in first place of factors most important to them. This was contrary to what the supervisors, thought, since they placed this item in seventh place.

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"Make people feel important" he says--  
 "The desire to feel important is the  
 strongest urge in the average man; even  
 more important than money or job secur-  
 ity."

The purpose of the PMA Incentive and  
 Awards Program is to encourage construc-  
 tive contributions to public service and  
 maximum participation in management im-  
 provement and to assure appropriate re-  
 cognition for employee suggestions and  
 accomplishments. Commendation, a cash  
 award, a step increase for superior ac-  
 complishment, an efficiency award or an  
 honor award are recognized by employees  
 and their associates as a distinct and  
 deserved honor which stimulates others  
 to make the most of their abilities. They  
 are encouraged to think constructively  
 and to develop themselves beyond the  
 specific requirements of their individ-  
 ual assignments.

All supervisors should get a copy of  
 the Revised Form PMA-417, "Nomination  
 for Incentive Award" and should become  
 familiar with the standards shown on the  
 form that qualifies an employee for re-  
 cognition.

Don't wait: Whenever one of your em-  
 ployees meets the standards---send in a  
 Form 417 for him.

Up to now a few branches have recom-  
 mended giving recognition to only a hand-  
 ful of employees. It can't be possible  
 that all the other branches haven't got  
 a single outstanding employee who merits  
 recognition by PMA. If supervisors will  
 take the time to look around and think  
 it over, we'll come up with lots of supe-  
 rior people in PMA.

Now is the time to think about 1951  
 Honor Award Nominations--Let's make it a  
 record year.

## "PRESS ON!"

Nothing in the world can take the place  
 of persistence. Talent will not; noth-  
 ing is more common than unsuccessful men  
 with talent. Genius will not; unrewarded  
 genius is almost a proverb. Education  
 will not; the world is full of educated  
 derelicts. Persistence and determination  
 alone are omnipotent. The slogan "Press  
 on" has solved and will always solve the  
 the problem of the human race.--

Calvin Coolidge

## SUPERVISOR'S HONOR ROLL

The submission of a  
 suggestion that earns an  
 award from any group sig-  
 nifies that the super-  
 visor of that group is  
 displaying the kind of  
 leadership that promotes  
 constructive thinking.  
 The following are super-  
 visors whose employees' recent awards are cov-  
 ered in this issue.



- D. G. Elsberry, PMA Commodity Office,  
Portland (for Charles W. Wood)
- R. H. Dodge, Administrative Services  
Division, Chicago (for Emby T. Kissane)
- A. J. Garrett, Office of Budget, Washing-  
ton (for C. Taber Stephens)
- William E. Schneider, Livestock Branch,  
San Francisco (for Billie J. Wolff)
- Herbert G. Folken, Sugar Branch, Wash-  
ington (for Beulah G. Cardran)
- Joseph W. Kinghorne, Poultry Branch,  
Washington (for Paul C. Adams)
- James H. Boales, PMA Commodity Office,  
New Orleans (for Richard M. Krone)
- H. W. Rainey, PMA Commodity Office,  
Atlanta (for Howard E. Flanigan)
- James A. Cole, PMA Commodity Office,  
Minneapolis (for Lily M. Gyldenvand)
- F. J. Bohling, PMA Commodity Office,  
Minneapolis (for Frank E. Doherty)
- J. W. Boddy, PMA Commodity Office, Min-  
neapolis (for Maurice M. Diamond)
- Leonard T. Nordlie, Fiscal Branch, Wash-  
ington (for Geryl E. Roop)
- Lillian C. Waldecker, Fiscal Branch,  
Washington (for Dorothy V. Gillikin)
- Clinton M. Hisle, Fiscal Branch, Wash-  
ington (for James S. Parker)
- A. J. McCollum, Fiscal Branch, Washington  
(for Ralph F. DeSimone)
- J. R. Harney, Dairy Branch, Philadelphia  
(for Dr. Nathaniel E. Koenig)
- W. J. Gaynor, PMA Commodity Office, Chi-  
cago (for George A. Thiel)
- Ray Harris, Office of Administrative Ser-  
vices, Washington (for Joseph Zuessman)
- William M. Lightsey, Fats and Oils Branch,  
Washington (for Harritte T. Thompson)
- C. C. Warren, Poultry Branch, Washington  
(for Ruby J. Willis)
- S. R. Smith, Fruit and Vegetable Branch,  
Washington (for Marian V. Powers)



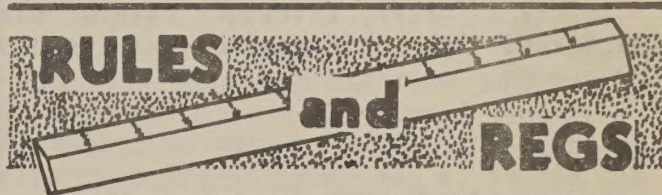
## SUGGESTIONS - FISCAL YEAR 1950

BRANCH OR AREA	AVERAGE FULL-TIME EMPLOYMENT	SUG- GESTIONS SUBMITTED	PERCENT PARTICI- PATION	% ADOPTION OF CASES COMPLETED	AWARDS	AWARDS PAID	ESTIMATED SAVINGS 1ST YEAR	AVERAGE SAVINGS
Office of Administrator	273	3	1.09	33.33	1	\$ 10	250.40	250.40
Office of Admin. Serv.	133	20	15.03	13.33	2	470	42,734.43	21,367.21
Agri. Cons. Programs	58							
Office of Audit	180	4	2.22					
Office of Budget	64	2	3.12					
PMA Commodity Offices	2,822	166	5.88	21.25	17	640	16,039.50	943.50
Office of Comp. & Inv.	142	14	9.85					
Cotton	476	9	1.89					
Dairy	626	7	1.11					
Fats and Oils	82	7	8.53					
Fiscal	454	68	14.97	43.13	22	1,190	43,041.92	1,956.45
Food Distribution Programs	189	15	7.93	33.33	2	25	638.02	319.01
Fruit and Vegetable	908	42	4.62					
Grain	573	2	.34					
Information	102	7	6.86					
Livestock	737	30	4.07	16.66	4	55	864.26	216.06
Marketing & Facilities Res.	100	1	1.00					
Office of Personnel Serv.	60	5	8.33	50.00	1	40	841.50	841.50
Poultry	82	1	1.21					
Price Support & For. Supply	72	1	1.38					
Program Management Staff	22	1	4.54					
State and Insular Offices	2,496	84	3.36					
Sugar	73	1	1.36					
Tobacco	202	3	1.48					
Transportation & Whse.	380	7	1.84	40.00	2	265	9,444.01	4,722.00
Area Mgt. Offices	224	62	27.67	9.52	2	55	1,007.29	503.64
<b>TOTAL</b>	<b>11,530</b>	<b>562</b>	<b>4.87</b>	<b>17.49</b>	<b>53</b>	<b>2,750</b>	<b>114,861.33</b>	<b>2,167.19</b>
D. C. Metropolitan Area	2,923	167	5.71	24.60	31	2,005	96,785.42	3,128.56
Northeast	1,122	43	3.83	16.66	2	115	2,714.00	1,357.00
Southeast	1,468	69	4.70	6.89	2	20	184.69	92.35
Midwest	3,058	133	4.34	10.93	7	135	2,720.40	388.62
Southwest	1,751	110	6.28	10.00	5	280	7,297.77	1,459.55
Western	1,208	40	3.31	27.27	6	195	5,159.05	859.84

## SUGGESTIONS . . . . FISCAL YEAR 1950

Employees turned in 562 suggestions for improvement during the year ending June 30, 1950. That's OK but not good enough. We can do lots better. 303 of these cases were completed with 53 approvals. That's only 17%. It should have been 25%. If one out of every 5 employees submits a suggestion this year and 25% are adopted, the Government could save more than 1 million dollars. If you're not too proud of your record--do something about it!

**TO SEE HOW YOUR BRANCH  
OR AREA DID LAST YEAR,  
LOOK AT THE TABLE ABOVE**



Supervisors can not reject suggestions submitted to them in writing. Suggestions may be rejected only by the Awards Committee having jurisdiction in the subject matter involved. If a supervisor is of the opinion that a suggestion is not practical or feasible he should give his reasons and recommend that the proposal be rejected. The supervisor shall include his analysis with the suggestion and send it to the branch committee (for suggestions originating in Washington) or to the field committee (for suggestions



originating in the field) through regular channels.

If the employee's supervisor, or any reviewing officer having the authority, places the proposal into effect he should so indicate and include in the analysis the benefits and estimated savings expected to result from the use of the suggestion. (See PMA Instruction 122-2 Paragraph V "Responsibility of Supervisors").



The following suggesters received awards totaling \$715 for their ideas which save the Government \$18,137 a year. Can any of these ideas be fitted to one of your work situations? If it can, send in a suggestion on it--and it might merit an award.

#### TRANSMITTAL LETTERS

**C. TABER STEPHENS, OFFICE OF BUDGET, WASHINGTON - \$200.** Proposed the elimination of transmittal letters on certain PMA State Office reports. (See article on page 1)

#### BULK MAILING

**BILLIE J. WOLFF, LIVESTOCK BRANCH, SAN FRANCISCO - \$15.** Suggested that instead of sending separate mailings from consolidated Livestock Branch offices to Washington all mail should be assembled and placed in one large envelope for bulk mailing once or twice a day. Results--190 hours of handling time and 17,160 envelopes saved each year.

#### INITIALING LETTERS

**BEULAH G. CARDRAN, SUGAR BRANCH, WASHINGTON - \$10.** Proposed a revised method of assembling a letter file for initialing with the pages to be initialed extended and exposed so the reviewer need only read the original and initial quickly.--No need now to attach flags or clips, or to "fish" for the right copy to initial.

# DON'T JUST STAND THERE *Suggest* SOMETHING!



#### IDENTIFYING RELEASES

**PAUL C. ADAMS, POULTRY BRANCH, SAN FRANCISCO - \$25.** Proposed the titling and dating of all pages of certain memoranda and releases. The suggestion was adopted for use in connection with the Reports Memorandums, the Digest of State Program Planning Reports and the series of Information Memorandums weekly issuances. The change will effect economies and conveniences in handling and identifying important information in the files.

#### RUBBER STAMPING

**RICHARD M. KRONE, PMA COMMODITY OFFICE, NEW ORLEANS - \$95.** Suggested the use of a rubber stamp attached to the end of a pencil to facilitate the process of form checking of Producer's Note and Loan Agreements.--The plan expedites the operation and saves 2,400 hours of work a year.

**FRANK E. DOWERTY, PMA COMMODITY OFFICE, MINNEAPOLIS - \$20.** Developed a single rubber stamp in place of two separate stamps previously used for the identification of IBM listings. Results--1 8/10 seconds are saved in stamping each listing--and there are 840,000 listings a year. Total savings--420 hours a year.



## REPORTS

**HOWARD E. FLANIGAN, PMA COMMODITY OFFICE, MOBILE PORT OFFICE, MOBILE, ALA. - \$10.** Proposed a revised method of reporting the "Daily Summary of Port Activities" which eliminated the repetitious material from the reports especially when activity had not changed from the previous day. The savings on each report under the new method are--an average of 80 words, one to two minutes' transmission time, three to five minutes punching tape, and from 10 to 30 minutes preparing the report for teletype.

### PRINTING CONSTANT ITEMS

**LILY M. GYLDENVAND, PMA COMMODITY OFFICE, MINNEAPOLIS - \$10.** Proposed the use of padded telegram sheets (Standard Form 14) with preprinted constant items in connection with daily reporting of daily purchases and sales activities. With a daily average of 30 night letters throughout the year, the plan saves 195 hours of assembly and typing time.

### FORM LETTERS

**GERYL E. ROOP, FISCAL BRANCH, WASHINGTON - \$10.** Developed mimeographed form letters for follow-up to field offices of PMA and to common carriers and other outside concerns. 52 minutes of composing, typing and reviewing time are saved on each letter prepared--a total of 216 hours a year.

### SNAP-OUT FORMS SETS

**JOSEPH ZUESSMAN, OFFICE OF ADMINISTRATIVE SERVICES, WASHINGTON - \$65.** Originally suggested the use of snap-out carbon interleaved "Leased Wire Message" Form PMA-189, which led to elimination of the form entirely and application of the plan to the "Telegram" Standard Form 14 to be used for both purposes. The new snap-out set form will save 1,250 man hours a year of assembling time.

**DOROTHY V. GILLIKIN, FISCAL BRANCH, WASHINGTON - \$10.** Proposed the preparation of Standard Form 1914-A in carbon interleaved manifold style to eliminate the time required to assemble nearly 10,000 sets of the form each year. With savings of 105 seconds per unit, the total amounts to 271 hours a year.

## WORKSHEET CONTROL FORM

**GEORGE A. THIEL, PMA COMMODITY OFFICE, CHICAGO - \$10.** Developed a work sheet control form for use in connection with transit loss claims. The form prevents duplication of effort, eliminates the unnecessary tasks in determining the progress made in claims cases, clarifies and prevents errors, omissions and oversights of essential factors, promotes efficiency and fixes responsibility for work performed.

### DUPLICATE FILES

**JAMES S. PARKER, FISCAL BRANCH, WASHINGTON - \$25.** Suggested the consolidation of two similar sets of files of ECA Requisitions. Duplicate documents were eliminated, 310 hours of filing time and a \$60 supply of file jackets are saved annually.

### REVISED FORMS

**RALPH F. DeSIMONE, FISCAL BRANCH, WASHINGTON - \$10.** Proposed use of a stencilled letter worksheet to consolidate information received on Form PMA-459 "Monthly Appropriated Fund Transactions". Several days a month are saved in consolidation time and about 5 hours a month are saved as a result of the decrease in the errors which have to be discovered and rectified.

**DR. NATHANIEL E. KOENIG, DAIRY BRANCH, MAMARONECK, N.Y. - \$10.** Proposed a revision of Form DA-104 "Poultry Inspector's Daily Report" reducing its size from 8 x 10½ inches to 5¼ x 8 inches saving paper and filing space and facilitating the filing operation.

### SIMPLE CORRELATION

**RUBY J. WILLIS, POULTRY BRANCH, WASHINGTON - \$75.** Developed and proposed the use of a simplified work sheet with step-by-step instructions adapted to machine operations for the solution of simple correlation problems. Problems which previously required trained personnel in statistical analysis to solve can now be done by inexperienced clerks with the use of the work sheet and instructions. The new method is faster and minimizes the possibility of error. In 518 cases per year to which the work sheet is being applied, there will be 569 hours of com-



putting time and 345 hours of reviewing time saved.

### JACKET MAIL

**MARIAN V. POWERS, FRUIT AND VEGETABLE BRANCH, WASHINGTON - \$10.** Suggested that a carbon copy of the covering "Blue" jacket (for the Administrator's signature) be made the same as on "Pink" jackets (for the signature of the Secretary). The plan makes possible considerable improvement in the control and expeditious handling of such correspondence both in the Central Mail Room and in the branches. In many cases it has eliminated the need for maintaining miscellaneous card and binder control records.

### RECORD CARD

**EMBY T. KISSANE, ADMINISTRATIVE SERVICES DIVISION, CHICAGO - \$10.** Designed a telephone equipment record card for ordering and reordering telephone service and for allocating charges. Previously a copy of a confirmation letter to the telephone company was used for allocating charges. The confirmation letter was eliminated and clerical time for classifying and filing is also saved.

### TELEGRAM CODES

**HARRITTE T. THOMPSON, FATS AND OILS BRANCH, WASHINGTON - \$10.** Proposed the wide use of prescribed codes in telegrams prepared in the branch. As a result of the proposal, the use of codes in telegrams was incorporated in PMA Instructions.

### IBM CARDS

**CHARLES W. WOOD, PMA COMMODITY OFFICE, PORTLAND - \$50.** Proposed the use of salmon colored IBM cards, Forms 520 and 521, to distinguish between types of entries in accounting for bulk grain inventory. The use of the new cards saves 660 man hours and 396 machine hours a year.

### WINDOW ENVELOPES

**MAURICE M. DIAMOND, PMA COMMODITY OFFICE, MINNEAPOLIS - \$25.** Proposed wider use of window style envelopes. The plan was applied to 50% of all office mailings and saved the time of typing addresses on nearly 70,000 envelopes.

## SUPPLEMENTAL AWARD

**ADELE B. KEATING, PMA COMMODITY OFFICE, SAN FRANCISCO - \$10.** Previously received a cash award of \$70 for her simplified method of computing interest by use of a table adopted by the San Francisco PMA Commodity Office. Application by the Atlanta Office saves an additional 150 man hours work a year.

### STEP-INCREASE FOR SUPERIOR ACCOMPLISHMENT

**WILLIAM P. JONES, ADMINISTRATIVE SERVICES DIVISION, SAN FRANCISCO -** For accomplishment in the field of records administration whereby through unselfish contribution of time and energy he has furnished offices with suggestions in operation of their record-keeping functions, developed standard patterns of performance, eliminated duplication of effort and materially increase efficiency.

### CERTIFICATE OF MERIT

**HARRY L. STAFFORD, FRUIT AND VEGETABLE BRANCH, WASHINGTON -** For work in devising methods and equipment for the application of dye as a means of identifying potatoes which resulted in substantial savings to the Government.

### MORE ABOUT BRAINS

*By John M. Simmons, Chief,  
Personnel Management Division  
Atlanta, Georgia*

In the February 27 issue of the PMA Management Improvement Bulletin, I was struck by Gerry Tichenor's pithy article "12,560 Brains". Try to envision, if you will, what would happen in PMA if all 12,560 brains suddenly became directed in proper channels, working in harmony, branch with branch, supervisor with subordinate, vice versa, and so on up and down the line. Yet, there is no real obstacle to such an objective. It must be assumed that each of these brains is a normal one, with the necessary potential. Each one has been tried and tested. In fact, they are on trial eight hours each day, 260 days per year - the tremendous asset of 3,265,600 brain days, or 26,124,800 brain hours per year! Can we afford, as an agency or individual, to accept any way other than as a challenge



the stark facts that during the past year only 562 suggestions were made for doing things a new or better way? This means that only one suggestion was made for each 46,485 number of hours. Considering the volume of work and variety of programs, the opportunities for improvement are with us continuously.

Do you get the idea? If so, share it.

## HOW NOT TO BE A GOOD SUPERVISOR

**1. Never give your employees** clear instructions ahead of time. Let them proceed on their own. Then when they make mistakes, criticize them severely for any errors or omissions they may have made. Thus, you will be able to foster initiative and confidence.

**2. Never commend** a subordinate for a job well done, for this might spoil him. Kind words are not appropriate in your relations with them.

**3. When criticisms, corrections, or reprimands** are necessary, never administer them in private. Be sure that someone else is listening in on the procedure. It is better to have a large crowd so as to enhance your prestige.

**4. Arrange to be so busy** with your own part of the work that you cannot take time to help your employees with their jobs. You can best do this by not delegating work to those who are capable of doing it. This will force you to do most of the work yourself and will keep others from seeming to be as important as you are.

**5. Never speak kindly to subordinates** or they will think that you are soft, or that you are a "good-fellow." An honest-to-God supervisor should resemble "Ivan the Terrible" in dealing with his own force.

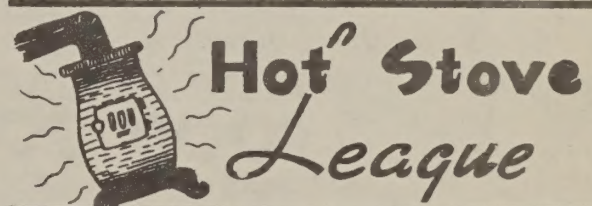
**6. Avoid going over your mail** for several days, or even just let it stand unattended if you do look it over. This can conveniently be made to stretch out over weeks and more. The longer you take to approve a request or to respond to a communication from a subordinate, the more he will come to appreciate your importance.

**7. If you don't understand** or agree with what someone else is trying to say, don't let him finish his arguments. Interrupt and cut him off at the third word of every sentence. After about the sixth or seventh time of this, he'll quit trying, and you will find that you have then won your point: as a supervisor always should.

**8. An excellent way** to let your subordinates know that you have ideas of your own is to say to him, when you are considering a letter or report he has prepared, "Well, it's not the way I would have written it myself - but I'll sign it anyway." This demonstrates your generosity and bigness of heart, to say nothing of your broadminded willingness to overlook his minor faults.

**9. Never waste any time** training and developing subordinates for possible advancement. You won your way to your present supervisory position because you had an unusual combination of talent, concentration, and hard work. A helping hand is not appropriate in this "world of hard knocks."

**10. Always remind your employees** that their job is hanging on a thin thread because it will keep them from acquiring too much confidence and security. The best way to keep people on their toes is to keep them on their knees.



### DID YOU KNOW?

An employee asked us "What is a suggestion? -- Sounds pretty silly, doesn't it? But it's not! We've had a lot of proposals that could not be accepted as suggestions under the program. -- A suggestion is a positive constructive idea to improve methods, techniques and procedures; to reduce time or cost in an operation; to increase efficiency, conserve property, make for safer or better working conditions; to provide better service to the public. The suggestion must not only call attention to a change but must contain a proposed solution or correction. A suggestion should not



merely cite a need for a change but should state a way of accomplishing it. Suggestions need not be new or original. A new or further application of an old idea can be a beneficial suggestion.

#### HOW ABOUT A RAISE?

Did you see the article "Ten Ways to Get a Raise in Pay" by Ray Giles in the August issue of Coronet? One of the ways he includes is "Suggest Improvements". Giles tells about a study of 100 men who held good jobs throughout the depression of the 1930's and of another 100 who were out of work. The study revealed that the first group was fertile in suggesting new ideas for improving business.

#### LET US KNOW!

PMA's incentives and awards program has been in operation for several years now. We think we've made good progress and have gotten beneficial results. But that's our opinion. -- What's yours? We can do a better job for you and PMA if you help us. How about letting us know about our weaknesses -- or how we can improve. What's wrong with the program or what's good about it? Let your recommendations and criticisms fly frankly and freely. We've got tough skins -- and will appreciate your advice. Write to the PMA Management Improvement Bulletin, USDA, Washington 25, D. C.

#### ANYTHING CAN HAPPEN!

An employee who figured that he might get a \$10 award for his suggestion received

\$200. -- Another person's suggestion wasn't adopted, but it prompted an investigation and resulted in the elimination of the very report proposed for revision and the suggester got a cash award -- an employee was doing such an outstanding job that her boss recommended a superior accomplishment step increase. A review of the statement of accomplishment disclosed that the work being performed was probably of a higher grade. Instead of a superior accomplishment step increase the girl got a promotion. -- A proposal originally rejected turns out after several months, to have merit. A part of the suggestion is now being adopted, and the suggester's file is being reviewed for award consideration.

#### RIDDLE

There are 8 ounces of water in an 8 ounce glass. 4 ounces are removed. Fill in the missing word which describes the present quantity

THE GLASS IS HALF \_\_\_\_\_ !

The optimist says half "FULL" -- The pessimist says half "EMPTY" -- Are you an optimist or a pessimist with your ideas? Do you get an idea and send it in as a suggestion with the hope that it will improve PMA's operations? -- Or do you say "What's the use?", and forget about it? If you're a pessimist there are two losers -- YOU and PMA!

## FOOD FOR THOUGHT

The best way to cut paper work and simplify a procedure is to question every step ----



What is done? Why is it done?  
Where is it done? Why is it done there?  
When is it done? Why is it done then?  
Who does it? Why does this person do it?  
How is it done? Why is it done this way?

Take each step of the process one by one and give each the "third degree". Ask pointed questions. Don't be satisfied until you have asked all questions and get the right "why" answers. Is the step necessary? With the reasoning behind it--perhaps it isn't, and can be eliminated. Can any of the steps be combined or changed in sequence. Sometimes change in sequence permits combination of steps.--Can you simplify that operation? Try it!